SSHRC CRSH

SOCIAL SCIENCES AND HUMANITIES RESEARCH COUNCIL

2011-12 Report on Plans and Priorities

Christian Paradis
Minister of Industry
and Minister of State (Agriculture)

Social Sciences and Humanities Research Council of Canada
Conseil de recherches en sciences humaines du Canada
Canada

TABLE OF CONTENTS

MINISTER'S MESSAGE i

MINISTER OF STATE'S MESSAGE iii

I. DEPARTMENTAL OVERVIEW 1

1.1 Raison d'être 1
1.2 Responsibilities 2
1.3 Strategic Outcomes and Program Activity Architecture for 2011-12 3
1.4 Program Activity Architecture Crosswalk 4
1.5 Planning Summary 4
1.6 Planning Summary Tables 5
1.7 Contribution of Priorities to Strategic Outcomes 7
1.8 Risk Analysis 10
1.9 Expenditure Profile 11
1.10 Estimates by Vote 13

II. ANALYSIS OF PROGRAM ACTIVITIES BY STRATEGIC OUTCOME 15

2.1 Strategic Outcome 1.0: People—A first-class research capacity in the social sciences and humanities 15
2.2 Strategic Outcome 2.0: Research—New knowledge based on excellent research in the social sciences and humanities 18
2.3 Strategic Outcome 3.0: Knowledge Mobilization—Facilitating the use of social sciences and humanities knowledge within and beyond academia 22
2.4 Strategic Outcome 4.0: Institutional Environment—A strong Canadian science and research environment 25
2.5 Internal Services 26

III. SUPPLEMENTARY INFORMATION 29

3.1 Financial Highlights 29
3.2 Supplementary Information Tables 30

MINISTER'S MESSAGE

As Canada's economy shows continued signs of growth following the global recession, the Harper government has a clear vision for Canada. We remain focused on creating jobs and economic growth in all regions of Canada. We remain committed to fighting protectionism, the number one impediment to global economic recovery. And we will continue to support science and technology as it drives innovation to improve quality of life for Canadians.

In the coming year, Industry Canada and its portfolio partners will seize the opportunities of the evolving global economy. We will set the conditions for industrial success by improving the policy we put in place, making strategic investments and supporting business-focused programs and services. We are working to remove impediments to competition, and to create the best climate for international investment. Industry Canada will lead efforts in developing major policy initiatives to support Canada's digital economy and shape a whole-of-government strategy for federal tourism activities. The Department will also improve the cost-effectiveness and efficiency of its own operations and work with recovering industries and sectors to help assure a solid and prosperous future.

In 2011-12, the Social Sciences and Humanities Research Council (SSHRC) will continue to help build a stronger, more prosperous and innovative Canadian economy and society through its support for research and training in the social sciences and humanities. SSHRC will support students through fellowships and training opportunities, and directly contribute to the development of a highly educated, skilled and flexible Canadian workforce. SSHRC will continue to build on its investments in areas of importance to Canadians, including the digital economy, management, business and finance, the environment, and northern communities.

And, as always, I will work with the Industry portfolio partners, the private sector and other governments to create the fundamentals for a strong and competitive economy.

It is my pleasure to present this year's Report on Plans and Priorities for the Social Sciences and Humanities Research Council.

Christian Paradis
Minister of Industry
and Minister of State (Agriculture)

MINISTER OF STATE'S MESSAGE

As Minister of State for Science and Technology, it is my pleasure to present this year's Report on Plans and Priorities for the Social Sciences and Humanities Research Council of Canada.

The economy remains our government's top priority. As Canada is still recovering from the global recession, we are focused on creating jobs and economic growth.

This is why we are supporting promising new research as part of Canada's Economic Action Plan: to create jobs, strengthen our economy and improve Canadians' quality of life.

Science is key to Canada's future economic growth. To remain at the forefront of the global economy, we must invest in the people and ideas that will produce tomorrow's breakthroughs.

Our investments through the Social Sciences and Humanities Research Council are helping Canada develop, attract and retain the world's best and brightest researchers. As a result, our country is strengthening its position as a leading destination for the world's top research talent.

In the four years since Prime Minister Harper launched the Government of Canada's science and technology strategy, we have achieved a great deal, for which we as Canadians can be proud.

From Iqaluit in the Far North to rural Saskatchewan, from Victoria to St. John's, and from Quebec's Eastern Townships to Northern Ontario, there are thousands of researchers pursuing some of the most important questions of our time—all with the support and encouragement of the Government of Canada. Indeed, it is through grants from the Social Sciences and Humanities Research Council that these Canadian researchers remain on the leading edge of research and innovation. This past year, the Council has supported research that explored such diverse issues as management practices in the service sector, school and community partnerships in rural areas, the well-being of military families, and the effects of technological change on productivity.

Through its new funding opportunities, the Social Sciences and Humanities Research Council will strengthen opportunities for partnerships between the academic, public, private and not-for-profit sectors to develop practical solutions to complex problems. The Council will also promote and support the flow and exchange of research knowledge across academia and

society as a whole, so that Canadians may enjoy the intellectual, cultural, social and economic benefits of social sciences and humanities research.

This important work requires the ongoing engagement and support of our many stakeholders in order to realize its full potential. As we move into 2011-12, I will continue to work with our university partners, the private sector and Canadians across the country to achieve the priorities laid out in this report.

Gary Goodyear
Minister of State (Science and Technology)

I. DEPARTMENTAL OVERVIEW

1.1 Raison d'être

The Social Sciences and Humanities Research Council (SSHRC) funds research and research training that builds knowledge about people, past and present, with a view toward creating a better future. From questions of family and culture to concerns about jobs and employment, research about people—how we live, what we think and how we act—informs new knowledge and insights on the issues that matter most to Canadians.

SSHRC-funded research and research training play a unique role within Canada's science, technology and innovation system, and is key to meeting Canada's productivity agenda. Social sciences and humanities research fosters the development of the creative and analytical skills needed to respond to the complex emerging challenges of critical importance to Canadians. To this end, SSHRC's strategic outcomes focus on people, research, knowledge mobilization, and the institutional environment. These outcomes help advance Canada's advantages, as outlined in the federal science and technology (S&T) strategy, *Mobilizing Science and Technology to Canada's Advantage*, as follows:

1. People—creating a first-class research capacity in the social sciences and humanities to build a **People Advantage**;
2. Research excellence—creating new knowledge to heighten Canada's **Knowledge Advantage;**
3. Knowledge mobilization—facilitating the use of research to contribute to Canada's **Entrepreneurial Advantage**; and
4. The institutional environment—providing Canada with a strong setting for science and research, and helping it achieve **world-class excellence**.

SSHRC actively contributes to the S&T strategy's priority areas by supporting research and training related to a variety of key areas, including environmental science and technologies, finance and business, and new media and communications. The results of these and other investments are used by SSHRC-supported experts, in collaboration with key stakeholders from the private, public and not-for-profit sectors, to translate knowledge into new solutions and productive applications.

SSHRC will continue to build on its successes in supporting the federal S&T strategy, through its ambitions of quality, connections, and impact, as described in its strategic plan, *Framing Our Direction 2010-12*. Moving forward, SSHRC will pursue these ambitions through three new umbrella programs—Talent, Insight and Connection—thereby creating a simpler structure for funding social sciences and humanities research excellence on issues of importance to Canadians.

1.2 Responsibilities

SSHRC is an agency that reports to Parliament through the Minister of Industry. It was created through an act of Parliament in 1977 and mandated to:

- promote and assist research and scholarship in the social sciences and humanities; and
- advise the Minister in respect of such matters relating to such research as the Minister may refer to the Council for its consideration.

To fulfill its mandate, SSHRC offers programs that provide Canadian researchers and students with grants, scholarships and fellowships, respecting the terms of the federal Policy on Transfer Payments. SSHRC is also responsible for administering the following tri-agency programs, offered jointly with the Natural Sciences and Engineering Research Council (NSERC) and the Canadian Institutes of Health Research (CIHR):

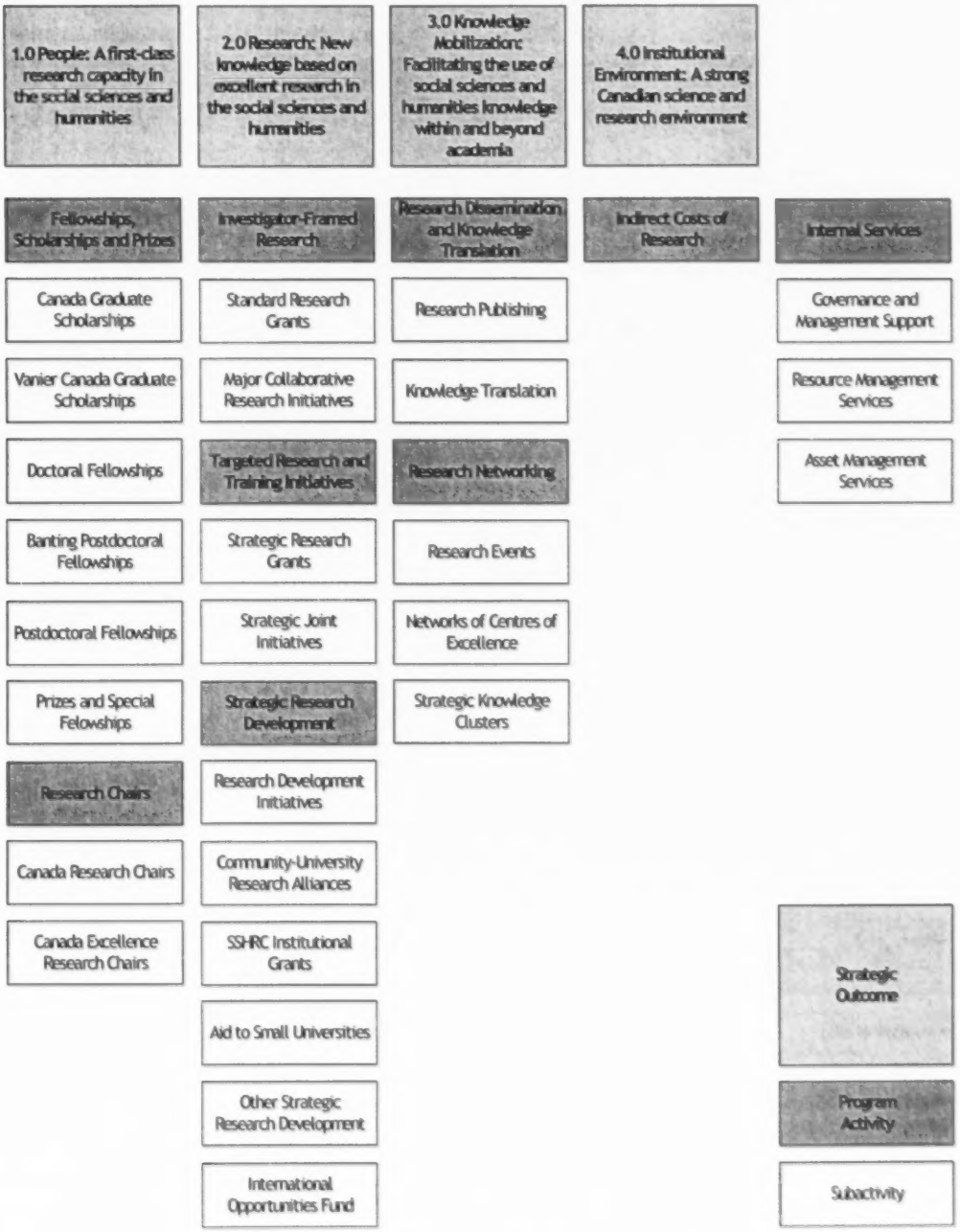
- the Canada Research Chairs Program;
- the Canada Excellence Research Chairs Program; and
- the Indirect Costs Program.

In addition, SSHRC works with Industry Canada, as well as with NSERC and CIHR, to support Networks of Centres of Excellence initiatives. It also collaborates with NSERC and CIHR to deliver the Canada Graduate Scholarships, Vanier Canada Graduate Scholarships, and Banting Postdoctoral Fellowships programs. SSHRC will continue to foster this collaboration to the benefit of all Canadians by building on the harmonization of tri-agency programs, practices and policies. In recent years, SSHRC, along with NSERC and CIHR, has also been working to increase connections across the tri-agencies through monthly meetings of the agencies' presidents and senior executives.

SSHRC is governed by a council appointed by an order-in-council to reflect the perspectives of the academic, public and private sectors. SSHRC's governing council promotes and assists

research and scholarship in the social sciences and humanities. It meets regularly to set strategic policy and program priorities, allocate budgets, and advise the Minister of Industry and Parliament on research policy in these areas.

1.3 Strategic Outcomes and Program Activity Architecture for 2011-12


1.0 People: A first-class research capacity in the social sciences and humanities
2.0 Research: New knowledge based on excellent research in the social sciences and humanities
3.0 Knowledge Mobilization: Facilitating the use of social sciences and humanities knowledge within and beyond academia
4.0 Institutional Environment: A strong Canadian science and research environment
Fellowships, Scholarships and Prizes
Investigator-Framed Research
Research Dissemination and Knowledge Translation
Indirect Costs of Research
Internal Services
Canada Graduate Scholarships
Vanier Canada Graduate Scholarships
Doctoral Fellowships
Banting Postdoctoral Fellowships
Postdoctoral Fellowships
Prizes and Special Felowships
Research Chairs
Canada Research Chairs
Canada Excellence Research Chairs
Standard Research Grants
Major Collaborative Research Initiatives
Targeted Research and Training Initiatives
Strategic Research Grants
Strategic Joint Initiatives
Strategic Research Development
Research Development Initiatives
Community-University Research Alliances
SSHRC Institutional Grants
Aid to Small Universities
Other Strategic Research Development
International Opportunities Fund
Research Publishing
Knowledge Translation
Research Networking
Research Events
Networks of Centres of Excellence
Strategic Knowledge Clusters
Governance and Management Support
Resource Management Services
Asset Management Services
Strategic Outcome
Program Activity
Subactivity

1.4 Program Activity Architecture Crosswalk

SSHRC obtained approval from Treasury Board in June 2010 to create a new program subactivity to reflect the Government of Canada's Budget 2010 announcement of the new, prestigious Banting Postdoctoral Fellowships program, and to reflect the planned sunsetting of another program subactivity, the Social Economy Suite.

Subactivity 2011-12	Subactivity 2010-11 (former)
N/A	2.2.3 Social Economy Suite
1.1.4 Banting Postdoctoral Fellowships Program	N/A

1.5 Planning Summary

Financial Resources ($ millions)

2011-12	2012-13	2013-14
680.6	671.6	671.6

Human Resources (full-time equivalents, or FTEs)

2011-12	2012-13	2013-14
208	200	200

1.6 Planning Summary Tables

Strategic Outcome 1.0: People—A first-class research capacity in the social sciences and humanities					
Program Activity	Forecast Spending 2010-11 ($ millions)	Planned Spending ($ millions)			Alignment to Government of Canada Outcomes
		2011-12	2012-13	2013-14	
1.1 Fellowships, Scholarships and Prizes	120.1	120.4	116.9	117.0	An innovative and knowledge-based economy
1.2 Research Chairs	61.0	61.0	61.0	60.9	An innovative and knowledge-based economy
Total Planned Spending		181.4	177.9	177.9	

Strategic Outcome 2.0: Research—New knowledge based on excellent research in the social sciences and humanities					
Program Activity	Forecast Spending 2010-11 ($ millions)	Planned Spending ($ millions)			Alignment to Government of Canada Outcomes
		2011-12	2012-13	2013-14	
2.1 Investigator-Framed Research	82.1	87.5	87.2	87.1	An innovative and knowledge-based economy
2.2 Targeted Research and Training Initiatives	20.0	9.7	9.2	9.2	An innovative and knowledge-based economy
2.3 Strategic Research Development	29.3	31.0	30.8	30.8	An innovative and knowledge-based economy
Total Planned Spending		128.2	127.2	127.1	

Strategic Outcome 3.0: Knowledge Mobilization—Facilitating the use of social sciences and humanities knowledge within and beyond academia					
Program Activity	Forecast Spending 2010-11 ($ millions)	Planned Spending ($ millions)			Alignment to Government of Canada Outcomes
		2011-12	2012-13	2013-14	
3.1 Research Dissemination and Knowledge Translation	7.2	7.6	7.6	7.6	An innovative and knowledge-based economy
3.2 Research Networking	23.4	24.3	19.8	19.8	An innovative and knowledge-based economy
Total Planned Spending		31.9	27.4	27.4	

Strategic Outcome 4.0: Institutional Environment—A strong Canadian science and research environment					
Program Activity	Forecast Spending 2010-11 ($ millions)	Planned Spending ($ millions)			Alignment to Government of Canada Outcomes
		2011-12	2012-13	2013-14	
4.1 Indirect Costs of Research	329.7	322.7	322.7	322.8	An innovative and knowledge-based economy
Total Planned Spending		322.7	322.7	322.8	

Internal Services	Forecast Spending 2010-11 ($ millions)	Planned Spending ($ millions)		
		2011-12	2012-13	2013-14
Internal Services	17.6	16.4	16.4	16.4
Total Planned Spending		16.4	16.4	16.4

1.7 Contribution of Priorities to Strategic Outcomes

Operational Priority	Type	Links to Strategic Outcomes (SOs)	Description
Strengthen SSHRC programs and policies aimed at developing the next generation of leaders and thinkers, both within academia and across all sectors of the economy	New	SO 1.0 SO 2.0	**Why is this a priority?** Talented, skilled, creative people are at the heart of successful societies. Demand is growing across the private, public and not-for-profit sectors for highly qualified personnel who are creative, analytical and articulate, as well as sophisticated in their understanding of individuals, communities and societies in the past and present. As part of the renewal of its programs, SSHRC will be reviewing the funding opportunities available to research trainees and postdoctoral researchers. The Talent program will ensure that Canada has a continued supply of top-quality researchers in universities, and of innovative leaders and thinkers across all sectors of society. This will further enhance Canada's People and Knowledge advantages by establishing Canada as a magnet for highly skilled, leading-edge research talent in the social sciences and humanities. **Plans for meeting this priority** - Examine SSHRC's programs of direct support for research trainees, with a view to strengthening their coherence. - Strengthen SSHRC support for postdoctoral researchers.

Operational Priority	Type	Links to Strategic Outcomes (SOs)	Description
Simplify and consolidate SSHRC support for excellent research in the social sciences and humanities, for the benefit of Canadians now and in the future	New	SO 1.0 SO 2.0 SO 3.0	**Why is this a priority?** SSHRC contributes to Canada's Knowledge, People and Entrepreneurial Advantages by supporting research excellence on the vital issues facing Canada and Canadians both today and in the future. With this in mind, SSHRC has created a simpler program structure that will consolidate more than 30 separate funding competitions under three umbrella programs—Talent, Insight and

			Connection. The renewed structure will incorporate funding opportunities for partnerships, new and established scholars, trainees and knowledge mobilization activities among SSHRC's suite of funding opportunities, while enhancing SSHRC's effectiveness in supporting—and increasing Canada's capacity for—world-class, cutting-edge research and research training in the social sciences and humanities. These efforts will lead to greater impacts in all sectors of Canadian society resulting from social sciences and humanities research. **Plans for meeting this priority** - Continue to phase in Insight, a program of renewed funding opportunities for researchers and institutions undertaking research aimed at building knowledge and understanding. Insight funding supports research performed by individuals and teams, and through formal partnerships. - Adjust SSHRC's peer-review processes to support the objectives of the renewed programs, while maintaining SSHRC's internationally recognized standards of excellence. - Provide special support for Canada's current generation of new scholars, in order to strengthen and renew Canada's capacity for world-class research in the social sciences and humanities. - Launch a process to renew SSHRC's priority areas.

Operational Priority	Type	Links to Strategic Outcomes (SOs)	Description
Better connect social sciences and humanities research within and beyond academia, to maximize intellectual, cultural, social and economic	Ongoing	SO 1.0 SO 2.0 SO 3.0	**Why is this a priority?** SSHRC contributes to Canada's Entrepreneurial Advantage by facilitating links between research and communities, governments and businesses, and bringing together interests from urban, rural and northern areas. By helping move the results of research into society and bring new ideas into the world of research, SSHRC creates

impact			connections and intensifies the economic, social, cultural and intellectual impact of its funded research and research training. Moving forward, the Connection program will provide funding opportunities that facilitate and enable the active participation of all stakeholders in the dissemination of research results. By further connecting these stakeholders, Canada's research findings will be more readily available to the public, and more easily accessible to other innovators and knowledge users. **Plans for meeting this priority** – Continue to phase in Connection, a program of renewed funding opportunities in support of researchers and institutions undertaking knowledge mobilization activities, working as individuals, in teams, or through formal partnerships. – Promote knowledge mobilization objectives throughout SSHRC's programs, processes and policies, and align adjudication criteria and processes with these objectives.

Management Priority	Type	Links to Strategic Outcomes (SOs)	Description
Improve SSHRC's governance, management and service delivery, focusing on results for Canadians	New	S.O. 1.0 S.O. 2.0 S.O. 3.0 S.O. 4.0	**Why is this a priority?** Since 2006, SSHRC has been undertaking measures to improve its corporate governance and management structures. These changes are enabling a more streamlined and rigorous approach to corporate planning and reporting, and are enhancing SSHRC's effectiveness as an organization that delivers results for Canadians. Moving forward, SSHRC will focus on its information management and technology systems to further improve client service and internal monitoring. Through improved systems, SSHRC will be able to interact more easily with its client community, which will in turn enable SSHRC to better capture the impacts resulting from the

			research it funds. **Plans for meeting this priority** – Continue to engage SSHRC's stakeholders in dialogue on issues related to the design, development and implementation of SSHRC policies and programs, particularly those relating to its renewed programs. – Work with researchers, research institutions and partners to better capture and communicate the results and impacts of social sciences and humanities research. – Improve service delivery to applicants and award holders by further developing electronic application submission and assessment processes, and by renewing award administration systems. – Improve governance and management practices by building stronger links between strategic, operational, financial and human resource planning.

1.8 Risk Analysis

While SSHRC administers a significant budget—roughly $335 million for SSHRC programs and $325 million for the Indirect Costs Program—the overall level of risk to the organization and to the safety and security of the Canadian public is low.

SSHRC continues to integrate risk management into its overall governance and planning processes. Risks are tracked, assessed and managed at both the operational and corporate levels.

In 2010-11, SSHRC developed a corporate risk profile, which it integrated within its Corporate Risk Management Framework (CRMF). The CRMF provides a comprehensive view of operational and corporate risks, and assigns responsibility for their management and mitigation. It is used as a strategic planning tool, and will be updated each year as part of SSHRC's annual planning cycle, which integrates priority-setting, resource allocation and risk management. This approach to risk management is aligned with the Treasury Board Secretariat's new Framework for the Management of Risk.

SSHRC will prepare mitigation strategies for each of the corporate risks identified in the 2010-11 CRMF as falling outside of management's risk tolerance threshold. Mitigation strategies

are included in this Report on Plans and Priorities, under the Management Priority "Improve SSHRC's governance, management and service delivery, focusing on results for Canadians." These strategies build on progress made in previous years.

Risks identified in the CRMF included the following:

- The risk that roles, authorities and accountabilities are unclear within the organization's decision-making processes. Mitigation activities include updates to delegations of authority and related policies, and improved documentation standards for management committees. These activities will sustain the improvements made to SSHRC's governance structure over the past four years.
- The risk that SSHRC does not adequately leverage technology to support the needs of the organization, to promote efficiency, or to innovate. Current practices to mitigate this risk include the development of a new information technology strategy, a senior management committee dedicated to information management / information technology issues and priority-setting; the creation of a project management office; and a plan to upgrade hardware and software on a continuous basis.
- The risk that operating funding will not support program delivery requirements. Mitigation activities include an annual budgeting and review process that integrates corporate, financial and human resource planning; business case processes for new initiatives; and a review of business processes, aimed at streamlining and finding efficiencies.

1.9 Expenditure Profile

For the 2011-12 fiscal year, SSHRC plans to spend $677.4 million to meet the expected results of its program activities and to contribute to its strategic outcomes. This total includes $329.7 million towards the Indirect Costs Program, which SSHRC manages on behalf of the three federal research granting agencies.

The graphs below illustrate SSHRC's actual and planned expenditures from 2007-08 to 2013-14.

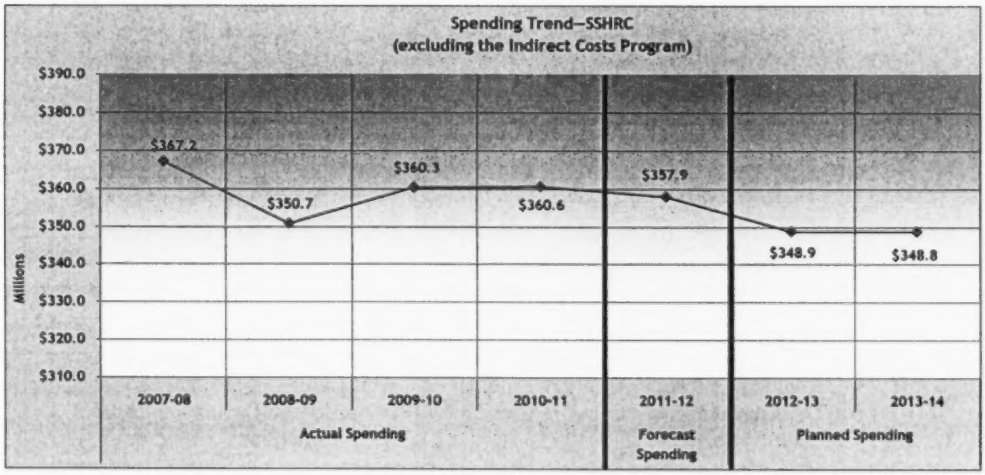
In both graphs, spending for 2007-08, 2008-09 and 2009-10 represents the total authorities dispersed as reflected in the Public Accounts of Canada. For 2010-11, the forecast spending amounts indicated on the graph include all parliamentary appropriations: main estimates, supplementary estimates and carry-forward. For 2011-12 to 2013-14, planned spending includes the figures from the 2010-11 Annual Reference Level Update plus anticipated funding being requested through the supplementary estimates.

SSHRC will continue its funding commitments to government priorities, including those associated with the S&T strategy. This will include funding projects related to the digital economy, management, business and finance, the environment, and northern communities.

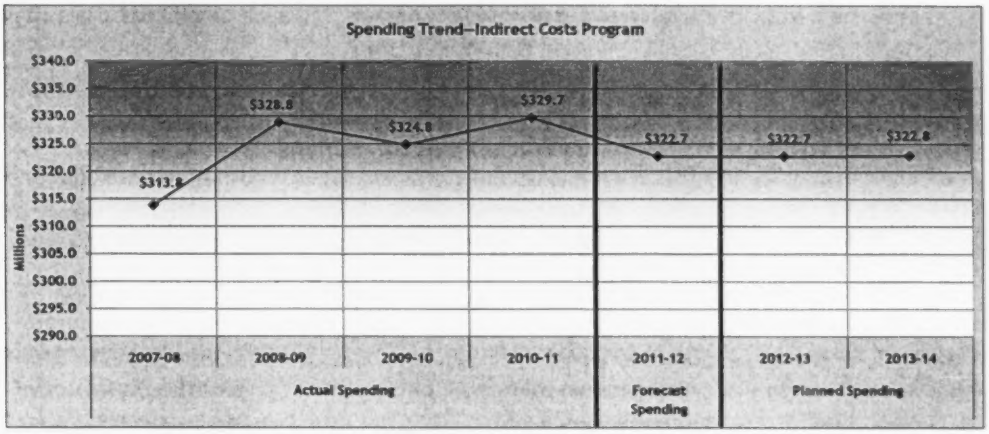
SSHRC received temporary additional funding, as part of Canada's Economic Action Plan, in Budget 2009 for 2009-10, 2010-11 and 2011-12, and additional ongoing funding in Budget 2010. In 2008-09, SSHRC completed a strategic review exercise that resulted in reductions to ongoing reference levels. These changes in funding have resulted in a trend of decreasing reference levels over the 2009-10 to 2011-12 period.

Starting in 2012-13, SSHRC's budget shows reductions to ongoing reference levels due to the end of the temporary additional funding through Canada's Economic Action Plan, the end of the four-year funding allocated to the Business-Led Networks of Centres of Excellence, and the completion of the awards for the two-year Centres of Excellence for Commercialization and Research.

SSHRC expenditures, actual and planned, 2007-08 to 2013-14



SSHRC expenditures related to the Indirect Costs Program, actual and planned, 2007-08 to 2013-14



1.10 Estimates by Vote

Estimates by Vote are presented in the 2011-12 Main Estimates, available at www.tbs-sct.gc.ca/est-pre/20112012/me-bpd/info/info-eng.asp.

II. ANALYSIS OF PROGRAM ACTIVITIES BY STRATEGIC OUTCOME

2.1 Strategic Outcome 1.0: People—A first-class research capacity in the social sciences and humanities

Canada's competitiveness in the 21st century will be closely linked to its ability to train and retain talented, skilled leaders and thinkers. With this in mind, SSHRC's first strategic outcome focuses squarely on ensuring that Canada is able to develop the highly qualified personnel required to succeed.

Through its fellowships and scholarships, SSHRC supports the training of future leaders across all sectors of society by funding the most promising social sciences and humanities research talent at the master's, doctoral and postdoctoral levels. It also awards prestigious research chairs in the social sciences and humanities to attract and retain world-class researchers, increasing Canada's research and research training capacity to the benefit of all Canadians.

SSHRC also supports people through its distinguished prizes, which recognize academic achievement of the highest standard. Moving forward, SSHRC will renew the funding opportunities offered through its new Talent umbrella program, further integrating and streamlining funding under this strategic objective to focus more closely on the development, attraction and retention of talent.

Program Activity 1.1: Fellowships, Scholarships and Prizes

Fellowships, Scholarships and Prizes	
Description (as per Program Activity Architecture, or PAA)	SSHRC offers several award programs for advanced study and research in the social sciences and humanities at the master's, doctoral and postdoctoral levels. These programs help train Canada's researchers and the leaders of tomorrow. In addition, SSHRC offers special fellowships to experienced researchers, and supplementary awards to outstanding doctoral and postdoctoral fellowship recipients. Finally, two commemorative prizes recognize the extraordinary dedication and creativity of Canada's best researchers.
Expected results (as per Performance Management Framework, or PMF)	Highly qualified personnel, expert in research, available to pursue various knowledge-intensive careers in universities, industry, government and other sectors.

Human Resources (FTEs) and Planned Spending ($ millions)					
2011-12		2012-13		2013-14	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
25	120.4	24	116.9	24	117.0

Planning Highlights

- SSHRC will continue its review of its fellowship and scholarship opportunities, in order to further integrate and streamline these under its new Talent umbrella program.
- SSHRC will complete the evaluation of the SSHRC Postdoctoral Fellowships funding opportunity. This exercise will inform the design and delivery of future funding opportunities for the development of research talent under SSHRC's new Talent umbrella program, and will maximize the impacts of SSHRC's investments in postdoctoral fellows.
- As part of the renewal of its programs, SSHRC will complete the evaluation of its prizes and special research fellowships. The results will inform future SSHRC plans for recognizing and highlighting contributions made to the development of a knowledge culture.
- As part of the continuing implementation of Canada's Economic Action Plan, SSHRC will continue to support 100 doctoral scholarships through the 2009-10 Canada Graduate Scholarships competition to students undertaking business-related degrees.
- SSHRC will award its first cohort of fellowships through the Banting Postdoctoral Fellowships Program.

Benefits for Canadians

Scholarships and fellowships provide students and postdoctoral fellows with financial support to pursue their graduate-level studies, and foster the development of the skills and qualifications that will enable their continued success over the course of careers in all sectors of society. SSHRC funding also allows them to develop essential skills, such as critical thinking and creative exploration, through opportunities to work with experienced researchers.

The resulting highly qualified workforce will increase Canada's ability to quickly adapt and respond to challenges in the changing economic and social landscape. SSHRC scholarship funding, including through Canada Graduate Scholarships and Vanier Canada Graduate Scholarships, benefits all of Canada by developing and retaining its future leaders, and ensuring that they are well-equipped to propose innovative solutions that will contribute to Canada's economic and social well-being.

Program Activity 1.2: Research Chairs

Research Chairs	
Description (as per PAA)	Chairs programs support faculty positions within postsecondary and research institutions by providing funding for salaries and research activities. Chairs programs serve to attract the best and most productive researchers to Canada, and to retain those already here. In turn, these top researchers attract and support the best and most promising new scholars and graduate students. Ultimately, this helps to cultivate centres of world-class research excellence at Canadian universities, and to brand Canada as a top destination for research.
Expected results (as per PMF)	World-class researchers are attracted to enhance research capacity in Canadian universities and research institutes, and to build critical mass of expertise in priority S&T areas.

Human Resources (FTEs) and Planned Spending ($ millions)					
2011-12		2012-13		2013-14	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
9	61.0	9	61.0	9	60.9

Planning Highlights

- Following on the 10th-year summative evaluation of the Canada Research Chairs Program completed in 2010-11, the program's terms and conditions will be renewed, and, where warranted, program changes will be implemented.

Benefits for Canadians

Canada's competitive advantage in the global community relies heavily on its ability to attract and retain world-class research talent. To this end, the Canada Research Chairs Program supports Canadian universities to attract and retain, in the universities' areas of strategic priority, some of the world's most accomplished and promising minds in the social sciences and humanities.

SSHRC support for Canada Research Chairs enhances Canada's international profile for innovative research findings in the social sciences and humanities, and increases Canada's reputation as a destination of choice for research talent across the social sciences and humanities and at all career stages. For example, Chairs expand the capacity of Canadian graduate schools to provide research training and to recruit and retain research talent, as graduate students choose to study in Canada for the opportunity to train with these world-renowned scholars.

The development of Canada as a destination for research talent in the social sciences and humanities, coupled with its reputation for research innovation, will increase Canada's competitive advantage in the global community to the benefit of all Canadians.

2.2 Strategic Outcome 2.0: Research—New knowledge based on excellent research in the social sciences and humanities

SSHRC's investments in research stimulate new approaches to, and perspectives on, complex problems. SSHRC-supported research enables Canada's social sciences and humanities scholars to develop the knowledge foundation that will improve prosperity and allow Canada to respond to the forces of change—be they social, economic or cultural.

SSHRC's new Insight program will bring together funding opportunities that support this strategic outcome, enhancing SSHRC's ability to fund high-quality social sciences and humanities research and research training conducted by individuals, teams and formal partnerships. These funding opportunities will foster innovative ideas and bring a diversity of perspectives to research on issues of importance to Canadians.

Program Activity 2.1: Investigator-Framed Research

Investigator-Framed Research	
Description (as per PAA)	SSHRC research grants support individual and team projects and programs of research for which the applicant(s) proposes/propose the research topic and methodology. These range from individuals or small groups working in libraries and archives to large, multidisciplinary, collaborative projects with researchers, partners and assistants conducting fieldwork across the country.
Expected results (as per PMF)	Investigator-framed research creates a synergy contributing to observable knowledge advancement and dissemination of research results throughout the academic community and beyond.

Human Resources (FTEs) and Planned Spending ($ millions)					
2011-12		2012-13		2013-14	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
33	87.5	31	87.2	31	87.1

Planning Highlights

- Through its new Insight umbrella program, SSHRC will renew its commitment to supporting research, launching and delivering funding opportunities dedicated to both funding research in its initial stages (through Insight Development Grants) and more comprehensive research projects (through Insight Grants).
- As part of its new Insight Development Grants funding opportunity, SSHRC will increase its support for the current generation of new scholars in Canada, thereby strengthening Canada's research capacity in the social sciences and humanities.
- SSHRC will analyze the results of the evaluation of its Standard Research Grants and Research Development Initiatives funding opportunities to inform further development of its new Insight umbrella program.
- SSHRC will review its peer-review processes to better reflect the objectives of the new Talent, Insight and Connection programs, while maintaining the highest standards of excellence in peer review.

Benefits for Canadians

SSHRC builds knowledge and stimulates research findings that better equip Canadians to deal with the complex situations encountered in their daily lives, in the workplace, in the community, and internationally. Research grants support both individual and collaborative research, and stimulate discussion on critical intellectual, social, economic and cultural issues.

This program activity often supports researchers working on topics highly relevant to decision-makers in all sectors, both in Canada and abroad. Areas of research can include, for example, governance, public policy, labour regulation in the global economy, or intellectual and cultural property in the digital age. SSHRC funding also provides students with opportunities for first-hand research experience, enabling them to participate in projects overseen by highly qualified faculty. Approximately 40 per cent of SSHRC grants funding is paid to students as remuneration for their work as research assistants.

Program Activity 2.2: Targeted Research and Training Initiatives

Targeted Research and Training Initiatives	
Description (as per PAA)	SSHRC develops and funds programs to support strategic research programs, both on its own and in partnership with other fund providers, including government, private and community organizations. These programs generate new knowledge on pressing social, economic and cultural issues of particular importance to Canadians. One particular stream of strategic programs supports research that will contribute to better understanding of the impacts of the knowledge-based economy on Canada's economic, social, political and cultural life, and will help to improve Canadians' ability to influence the future for the common good.
Expected results (as per PMF)	Excellent SSHRC-funded research targeted in areas of importance to Canadians (as defined by SSHRC, in consultation with the research community and various stakeholders).

Human Resources (FTEs) and Planned Spending ($ millions)					
2011-12		2012-13		2013-14	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
12	9.7	11	9.2	11	9.2

Planning Highlights

- SSHRC will integrate its joint initiatives within its renewed program structure by developing future directions and frameworks for these initiatives in keeping with SSHRC's strategic objectives. As part of this, it will review previous joint initiatives to identify best practices and to ensure continuous improvement.
- SSHRC will continue to integrate support for aboriginal research and research/creation into its new Insight and Connection umbrella programs, increasing the opportunities for funding available to scholars working in these areas.

Benefits for Canadians

Through targeted research and training initiatives, SSHRC directly supports the development of research inquiry in specific areas identified as being of interest to Canadians. These research and training initiatives often extend across themes, such as innovation, leadership and prosperity, while others focus on particular areas of interest, such as the support provided for artist-researchers through Research/Creation Grants in Fine Arts.

In promoting these research and training opportunities, SSHRC engages other stakeholders, including government, community organizations and think-tanks, to develop strategic joint initiatives that address particular issues of interest. This process maximizes the impacts of the

research by fostering connections between SSHRC, policy-makers and researchers to address identified areas of importance.

Program Activity 2.3: Strategic Research Development

Strategic Research Development	
Description (as per PAA)	Strategic grants through programs in this program activity are available to faculty, postsecondary institutions, scholarly associations and non-profit organizations to explore, develop and define new perspectives, challenges, and priorities in conducting research, in disseminating research results, and in training new researchers. Strategic research development programs also help develop related research capacity through the promotion of new modes of research collaboration and partnerships.
Expected Results (as per PMF)	Research institutions are supported to conduct research development. New research and new researchers are attracted in strategic and targeted areas.

Human Resources (FTEs) and Planned Spending ($ millions)					
2011-12		2012-13		2013-14	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
6	31.0	6	30.8	6	30.8

Planning Highlights

- As part of its new Insight and Connection programs, SSHRC will continue to deliver two recently launched funding opportunities, Partnership Development Grants and Partnership Grants, to develop and support multidisciplinary and multisectoral formal research partnerships.
- SSHRC will continue to integrate its identified priority areas of Aboriginal Research; Canadian Environmental Issues; Digital Media; Innovation, Leadership and Prosperity; and Northern Communities: Towards Social and Economic Prosperity, across its funding opportunities.
- In 2011-12, SSHRC will develop a framework to renew its priority areas in consultation with stakeholders from across Canadian society. This review exercise will ensure that SSHRC's priorities maximize the intellectual, economic, social and cultural impacts of social sciences and humanities research for the benefit of Canadians.

Benefits for Canadians

The Strategic Research Development program activity helps researchers explore new methods and lines of inquiry and develop new perspectives, new partnerships and new international opportunities. In this way, the program activity inspires an entrepreneurial spirit among researchers, paving the way for future breakthroughs.

The program activity's focus on collaboration and co-creation of knowledge promotes a research process that benefits Canadians in all sectors of society. For example, the Community-University Research Alliances funding opportunity brings community and university stakeholders together, to their mutual benefit. Through these collaborative processes, focused on building capacity at the community level, the community stakeholders become better equipped to deal with the challenges they face, and the academics, in turn, are able to draw on the knowledge of practitioners, and to participate in applying new knowledge at the community level.

Moving forward, SSHRC's Partnership Development Grants and Partnership Grants, under the new Insight and Connection umbrella programs, will build upon the experiences gained at SSHRC over the years through delivering previous partnership programs. The two funding opportunities will further increase benefits to Canadians by bringing together stakeholders from across the private, public and not-for-profit sectors to collaborate in the research process. The result will be increased capacity at all levels of society to respond to pressing challenges being addressed through social sciences and humanities research.

2.3 Strategic Outcome 3.0: Knowledge Mobilization—Facilitating the use of social sciences and humanities knowledge within and beyond academia

A knowledge-based society requires multidirectional approaches to the flow of research knowledge, particularly between knowledge producers and knowledge users. SSHRC-funded knowledge mobilization activities build links between the research community and the larger community, and allow for fruitful exchanges and the cross-fertilization of ideas. This outreach and co-creation of knowledge fosters an entrepreneurial spirit and strengthens Canada's competitiveness as a knowledge-based society. In keeping with the renewal of its programs, SSHRC will be reframing its knowledge mobilization activities under the new Connection umbrella program, increasing opportunities for engaging stakeholders from outside of the research community in the creation and dissemination of knowledge.

Program Activity 3.1: Research Dissemination and Knowledge Translation

Research Dissemination and Knowledge Translation	
Description (as per PAA)	This program activity supports the effective dissemination of social sciences and humanities research results, both within and beyond academia. Through grants to researchers and research institutions, it helps to ensure that research results are accessible to potential users, through both dissemination and engagement activities. Accessibility includes both the availability of research results to a range of audiences through publications (research publishing), as well as the tailoring of research results to the needs of potential users (knowledge translation).
Expected results (as per PMF)	Effective dissemination of research results both within and beyond academia.

Human Resources (FTEs) and Planned Spending ($ millions)					
2011-12		2012-13		2013-14	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
5	7.6	4	7.6	4	7.6

Planning Highlights

- SSHRC will deliver the Partnership Grants funding opportunity as part of SSHRC's new Connection program.
- SSHRC will continue its integration of knowledge mobilization activities in the design and launch of its new Insight and Connection programming.
- SSHRC will design and launch Connection programming for individuals and teams.

Benefits for Canadians

SSHRC's support for knowledge mobilization activities maximizes the impact of publicly funded research. Canadian and international policy-makers, business and community leaders, educators, media representatives, and countless others benefit from SSHRC-funded activities such as workshops, policy briefs, public debates, interactive technology and software, and artistic exhibitions and performances. To this end, SSHRC enables research knowledge to flow both within the academic world and between academic researchers and the wider community.

SSHRC will continue to better integrate knowledge mobilization activities across its suite of programs, particularly through the new Connection umbrella program, thereby enhancing the profile of knowledge mobilization activities at SSHRC and further benefiting all users and co-creators of social sciences and humanities knowledge in Canada.

In 2011-12, SSHRC's ongoing communication regarding the new Connection umbrella program will highlight the importance of knowledge mobilization within the 21st-century research landscape, by encouraging all researchers, whether working as individuals, in teams or in formal partnerships, to consider the implications of their research for the broader Canadian community.

Program Activity 3.2: Research Networking

Research Networking	
Description (as per PAA)	This program activity supports interactions between researchers (in academia and other sectors) and between researchers and users of research results (in a range of sectors). These interactions enable researchers, research trainees and others to share and collaborate on research plans and results. Research networking is an important part of the research enterprise that is difficult to fund through traditional research grants. Dedicated funding for networking activities acknowledges its important role in fostering high-impact research and innovation. Research networking is supported through grants to researchers and research institutions to fund both discrete events such as conferences and workshops as well as more sustained collaborative relationships such as research networks and clusters.
Expected Results (as per PMF)	Researchers interact and work with each other, across disciplines and sectors, and with potential users of research in a range of sectors outside of academia in the public, private and not-for-profit sectors.

Human Resources (FTEs) and Planned Spending ($ millions)					
2011-12		2012-13		2013-14	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
5	24.3	5	19.8	5	19.8

Planning Highlights

- SSHRC will evaluate key facets of its knowledge mobilization funding opportunities. The resulting knowledge will inform the transition of its knowledge mobilization and networking activities to within the new Connection and Insight umbrella programs.
- SSHRC will continue to develop web-based knowledge mobilization resources for applicants and adjudicators across all SSHRC funding opportunities.

Benefits for Canadians

Canadian researchers are able to cultivate relationships with their peers from other disciplines and partners from the private, public and not-for-profit sectors in Canada and abroad. SSHRC's support of networking activities allows Canadians to connect across sectors and to demonstrate leadership on the world stage in the development of practical solutions to complex issues.

Through these connections, research results flow more easily between stakeholders and the research community, bringing results to Canadians and maximizing the impacts of the collaborative process. The benefits to Canada from this collaboration are two-fold: it increases Canada's international reputation in social sciences and humanities research and research training, and fosters the development of the collaborative inquiry essential for improving Canada's competitiveness in the global economy.

2.4 Strategic Outcome 4.0: Institutional Environment—A strong Canadian science and research environment

SSHRC supports Canadian institutions in maintaining an institutional environment conducive to research excellence. This environment, in turn, assists institutions in attracting and retaining world-class research talent working in areas critical to strengthening Canada's science, technology and innovation system.

Program activities in support of the institutional environment assist Canadian institutions by providing support for costs associated with conducting research. This assistance ensures that Canada has well-equipped, appropriately staffed research facilities that meet regulatory requirements and international accreditation standards. Other activities allow institutions to administer research projects and to provide the legal, marketing or financial services associated with commercialization.

Program Activity 4.1: Indirect Costs of Research

Indirect Costs of Research	
Description (as per PAA)	In Canada, the provincial and federal governments jointly support academic research. The provinces provide the basic physical infrastructure and, supported in part by the Canada Health and Social Transfer, direct and indirect operating costs. The federal government funds the direct costs of research, mainly through the three national research granting agencies—CIHR, NSERC and SSHRC. The term "indirect costs" refers to the central and departmental administrative costs that institutions incur to support research, but are not attributable to specific research projects. In its 2003 budget, the Government of Canada announced a new program to support the indirect costs associated with the conduct of academic research in institutions that receive research grant funds from any of the three federal granting agencies. This grant program recognizes the growing indirect costs of conducting publicly funded academic research.

	The program was created to help postsecondary institutions maximize the investments in research in one of two ways: secure additional support for the indirect costs of conducting research or support their mandates to teach and provide community services. By financing a portion of the indirect costs incurred by postsecondary institutions and their affiliated research hospitals and institutes, the federal government both supports world-class research facilities and addresses the needs of smaller Canadian postsecondary institutions. The Indirect Costs Program is administered by the SSHRC-hosted Canada Research Chairs Secretariat on behalf of the three national research granting agencies.
Expected results (as per PMF)	Universities and colleges have the necessary resources, research facilities and services to carry out and mobilize world-class research.

Human Resources (FTEs) and Planned Spending ($ millions)					
2011-12		2012-13		2013-14	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
5	322.7	5	322.7	5	322.8

Planning Highlights

- In response to a recommendation from the Indirect Costs Program evaluation carried out in 2008, SSHRC will complete the development of a methodology to assess the state of the research environment in Canada and will launch a process to collect and analyze the resulting data.

Benefits for Canadians

The Indirect Costs Program allows SSHRC to enhance the research environment, ensuring continued capacity for research excellence in Canadian universities. This support benefits Canadians in both the short and long term, as it ensures the resources to provide a solid foundation on which future ideas and innovations can grow and flourish.

2.5 Internal Services

SSHRC and NSERC use a common administrative services model for their general administration and for services relating to human resources, finance, awards administration, and information and technology management. The two councils also share audit function services through a separate mechanism. This shared-services approach has proven effective in addressing both councils' needs. SSHRC has its own, dedicated resources for providing other corporate services, including those related to governance, policy, planning, statistics, program evaluation, performance measurement, communications and international affairs.

Internal Services

Internal Services	
Description (as per PAA)	Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are: Management And Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; Acquisition Services; and Travel and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization and not to those provided specifically to a program.

Human Resources (FTEs) and Planned Spending ($ millions)					
2011-12		2012-13		2013-14	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
108	16.4	105	16.4	105	16.4

Planning Highlights

- SSHRC will implement revised delegation of authority frameworks for financial and human resources management, and will develop the associated accreditation program.
- SSHRC will adapt its planning and reporting tools and processes to its new management resources and results structure, including its revised program activity architecture.
- SSHRC will assess the effectiveness of its internal controls over financial reporting, in conjunction with the implementation of the Treasury Board Policy on Internal Control.
- SSHRC will continue implementing activities to strengthen its information management and technology systems capacity, in order to better serve SSHRC's needs.
- SSHRC will continue to implement a multiyear information management / information technology strategy in order to identify opportunities for supporting its needs through technology and better business processes.
- SSHRC will develop a risk-based security plan.
- SSHRC will renew its business continuity plan.

III. SUPPLEMENTARY INFORMATION

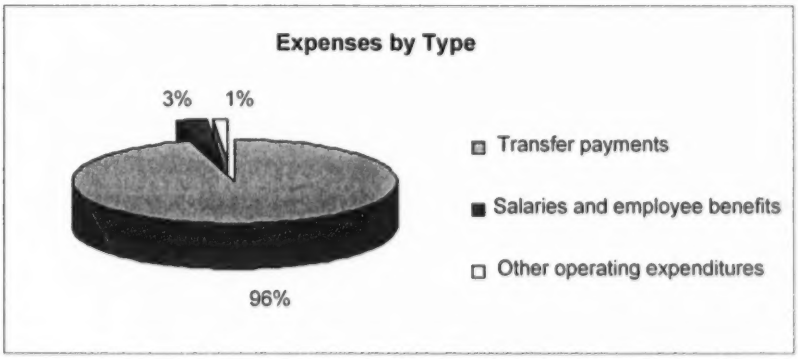
3.1 Financial Highlights

The future-oriented financial highlights presented within this Report on Plans and Priorities are intended to serve as a general overview of SSHRC's financial operations. These financial highlights are prepared on an accrual basis to strengthen accountability and improve transparency and financial management.

SSHRC's future-oriented statement of operations can be found on SSHRC's website at www.sshrc-crsh.gc.ca/about-au_sujet/publications/corporate_reports-rapports_organisationnels-eng.aspx.

Future-Oriented Condensed Statement of Operations
For the year ended March 31 ($ millions)

	Future-Oriented 2011-12
Total Expenses	**685.2**
Total Revenues	–
Net Cost of Operations	**685.2**



SSHRC's total expenses are projected to be $685 million in fiscal year 2011-12. The majority of these expenses are for transfer payments ($655 million) in the form of grants and scholarships related to departmental programs. The balance of spending is made up of salaries and employee benefits ($21 million) and other operating expenses ($9 million). The latter two types of expenses are required to support departmental programs and other corporate obligations.

3.2 Supplementary Information Tables

The following electronic supplementary information tables related to the *2011-12 Report on Plans and Priorities* can be found on the Treasury Board of Canada Secretariat's website at www.tbs-sct.gc.ca/rpp/2011-2012/info/info-eng.asp:

- Details of SSHRC's Transfer Payment Programs
- Green Procurement Reporting for Departments and Agencies Not Bound by the *Federal Sustainable Development Act*
- Upcoming Internal Audits and Evaluations Over the Next Three Fiscal Years